

**Training as a Utility Survey:
Results as of 09/03/09, Based on 40 Respondents**

- I. Would there be enterprise-wide fiscal efficiencies of training as a utility for all training programs?
- A. Yes : 2
 - B. No: 25
 - C. Undecided: 13
 - D. Comments:
 - 1. This would not bring fiscal efficiencies at all. It would be a huge cost.
 - 2. The DAS billing does not allow for appropriate coding.
 - 3. There was great disparity in the quality of training provided required by Executive Order number 4. We should not sacrifice quality for efficiency; otherwise, it is not worth doing at all.
 - 4. It would not be equitable to charge all agencies for the cost of all training programs.
- II. Would there be enterprise-wide fiscal efficiencies of training as a utility, limited to those items that are mandatory when all state employees need to receive the same information? (i.e. diversity, customer service, collective bargaining requirements)
- A. Yes: 13
 - B. No: 11
 - C. Undecided: 14
 - D. No Answer: 2
 - E. Comments:
 - 1. I have no information on which to base an opinion.
 - 2. The Diversity Training is a good example of why and how this would not bring fiscal efficiencies.
 - 3. There was great disparity in the quality of training provided required by Executive Order number 4. We should not sacrifice quality for efficiency; otherwise, it is not worth doing at all.
 - 4. There are very few items that fall in this category so it may not be efficient.
- III. Would there be fiscal efficiencies for your department if training was offered as a utility for all training programs?
- A. Yes: 0
 - B. No: 29
 - C. Undecided: 11
 - D. Comments:
 - 1. This would be an incredible fiscal burden on the Department of Corrections with no positive outcomes.
 - 2. Utility costs inevitably involve some amount of subsidization.
- IV. Would there be efficiencies for your department if training was offered as a utility, limited to those items that are mandatory when all state employees need to receive the same information? (i.e.: diversity, customer service, collective bargaining requirements)
- A. Yes: 15

- B. No: 15
- C. Undecided: 10
- D. Comments

1. Spend too much time tracking who was trained and how DAS billed.
2. Utility costs inevitably involve some amount of subsidization.

V. If a state enterprise-wide training utility were offered, what would be possible benefits to your department? Check all that apply. *(Note: Not all respondents answered this question.)*

- A. Training would be consistent across all my offices – 4.
- B. Training would be consistent across the entire enterprise – 3.
- C. Training costs would be predictable – 6
- D. Training development costs would be distributed across the enterprise – 4.
- E. Other (list as many items as you would like):
 1. None that I can identify at this time.
 2. Little or no benefit. We already have numerous periodic training requirements, so when the occasional statewide mandatory training requirements occur we incorporate those into our scheduled training.
 3. I fully support the current PDS model and feel that the current system provides a high level of return relative to cost. Larger agencies interested in incorporating mandatory and other training curriculums into their operation should negotiate a MOU with PDS in order to achieve predictability and standardization that certain agencies are trying to accomplish by shifting training to a utility v. marketplace service.
 4. Would prefer pay as needed.

VI. If a state enterprise-wide training utility were offered, what would be your department's concerns? Check all that apply. *(Note: Not all respondents answered this question.)*

- A. Training needs to be customized for my office(s) – 6.
- B. Employees are located at diverse locations and difficult to access – 7.
- C. Employees work around the clock and are difficult to access – 1.
- D. It is difficult to allow time for employees to be away from their duty stations – 4.
- E. Training would not be consistent across the entire enterprise – 3.
- F. Training costs would not be predictable – 10.
- G. Training development costs would not be distributed fairly across the enterprise – 5.
- H. Other (list as many items as you would like):
 1. Training costs would be higher as we would be paying for the training as well as a fee to DAS. Departments may lose flexibility in choosing trainers, curriculum, and how training is delivered?
 2. The concern is being charged more than if the training is provided not as a utility.
 3. This is yet another way to pad fees collected by DAS whether the training occurs or not. We are "feed" out.

- VII. On a scale of 1 to 5, with 1 being least important and 5 being most important, please rate the following training topics as they affect your agency's strategic goals. *Following are the current results, ranked from **most to least** important:*
- A. Leadership
 - B. Communication Skills
 - C. Diversity
 - D. Human Resource Management
 - E. Customer Service and Technology (tied)
 - F. Orientation to State Government
- VIII. On a scale of 1 to 5, with 1 being least important and 5 being most important, please rate your preference for the following training methods of delivery. Consider your experience for the trade-offs between the cost-effectiveness of the method of delivery and the convenience for your staff. *Following are the current results, ranked from **most to least** important:*
- A. Webinars via the Internet.
 - B. Workshops with up to 30 participants.
 - C. Online courses.
 - D. Lecture presentations of greater than 30 and up to 100 participants.
- IX. On a scale of 1 to 5, with 1 being least likely and 5 being most likely, please rate whether you have the resources to support a training utility if the training is limited to only mandatory training programs.
- A. 17 of 21 respondents stated that they were *most likely* to have the resources to support training as a utility for mandatory training programs. (They ranked this question as a "4" or "5.")
 - B. 7 of 21 respondents were neutral. (They ranked the question as a "3.")
 - C. 16 of 21 respondents stated that they were *least likely* to have the resources to support training as a utility for mandatory training programs. (They ranked this question as a "1" or "2.")
- X. If an enterprise-wide training utility is offered for mandatory training topics, which of the following are you likely to do?
- A. Undecided 14 of 40 respondents).
 - B. Object to the utility "designation" or "classification" (12 of 40 respondents).
 - C. Support the utility "designation" or "classification" (10 of 40 respondents).
 - D. Two respondents did not answer the question.
 - E. Two respondents did not answer the question, but made a comment:
 - 1. Prefer to have more information on intent of mandatory training for the future.
 - 2. Argue against any additional unfunded mandatory training requirements during times of budget stress.
- XI. How would you describe your agency?
- A. 19 of 40 respondents reported their agency as Medium (70 – 700 employees).
 - B. 11 of 40 respondents reported their agency as Very Large (more than 700 employees.)
 - C. 10 of 40 respondents reported their agency as Small (fewer than 70 employees).

XII. Your position (check all that apply).

- A. Administrator (16)
- B. Budget Officer (9)
- C. Training Coordinator (8)
- D. Personnel Officer (8)
- E. Agency Director (6)
- F. Other (5):
 - 1. HR Manager (1)
 - 2. Agency Deputy Director (2)
 - 3. Chief Deputy (2)

XIII. Your comments and suggestions are welcome in the space provided below. (Open-ended response.)

- A. The example of the recent diversity training shows that a consistent curriculum can be delivered without a utility charge in place.
- B. Training as a utility for the Department of Corrections is not an option. We are strongly opposed to this unless it is completely voluntary. Maybe some of the very small departments would find this fiscally efficient however we would not.
- C. Budget cuts do not allow for mandatory training expenses and nothing has been identified for budget planning purposes.
- D. We need to consider whether now is a good time to be recommending the addition of another utility service.
- E. We have many training needs that cannot be met by DAS. I am wondering why DAS is considering the utility concept for all training.
- F. Great job on the survey!